Healthiest Cities & Counties Challenge
Frequently Asked Questions
April 21, 2016

General Questions

1.What is the Healthiest Cities & Counties Challenge?

The Healthiest Cities & Counties Challenge (the Challenge) is a collaboration between the Aetna Foundation, the American Public Health Association, and the National Association of Counties to encourage small to midsize U.S. cities, counties and federally recognized tribes to create a positive health impact. The Challenge will identify the best practices for achieving community and individual health, wellness and health equity. Additionally, the Challenge promotes collaboration and community-wide involvement and will identify nationally replicable models of health.

Competing cities, counties and tribal nations will move the needle toward creating healthier and more equitable communities using measurable criteria over several years. Administered by CEOs for Cities, the Challenge will award $1.5 million in prizes to cities and counties that build cross-sector teams around health issues of critical importance to their communities.

2.What is the Goal of the Challenge?

The goal of the Challenge is to develop practical, evidence-based strategies to improve measurable social and health outcomes and promote health and wellness, equity and social interaction – community by community, block by block.

Through the Challenge, we want to recognize and catalyze communities across the U.S. with the ideas and solutions that empower communities to be healthier; helping make the right choice the easy choice for their residents. By sharing measurable approaches and impact, we will create models for use nationwide.

3.How do you define "Healthy City/County"?

We believe that *a Healthy City/County is economically competitive, inclusive and equitable*. At the Aetna Foundation, we believe that positive change happens when we work side-by-side with people to implement sustainable changes at the community level.

Every community is unique and may require something different to promote change by increasing opportunity and collective health, but all cities, counties and tribal nations have the power to create a positive impact. We want to meet communities where they are and look for measureable ways to improve health through the following metrics:

Domain	Metric
Healthy Behaviors	Tobacco use
	Nutrition
	Physical Activity
Community Safety	Community Violence
Built Environment	Food quality
	Walkability, bike ability and transit use
Social/Economic Factors	Housing affordability
	Educational attainment
	Living wage
Environmental Exposures	Children exposed to 2nd hand smoke in the home
	Air quality
	Water quality

4.How is the Healthiest Cities & Counties Challenge different from other prizes or challenges that already exist?

The Healthiest Cities & Counties Challenge focuses on public health and prevention approaches that are largely driven by the size of the population of the city or county. The goal is to make change not for a single condition or disease but with a more holistic approach to improving the overall health in a selected community. Also, the $1.5-million-dollar pool of prize monies is larger than other related projects. The Challenge is a two-phase competition in which many communities are continually engaged and in which they share best practices with each other through an ongoing learning network. As a result of its inclusive and interactive design, the Challenge can have a much greater impact than most prize competitions.

5.What is the "theory of change" for the Healthiest Cities & Counties Challenge?

The Healthiest Cities & Counties Challenge is trying to change the way a community thinks about health. Through a "health in all policies", multi-sector and multidimensional approach, cities and counties can build an inclusive and economically vibrant community. The Challenge will use "a learning communities" approach to share best practices throughout the course of the competition and to help all cities and counties become healthier by developing and sharing scalable models. The Challenge will be transformative with respect to how cities and counties view the critical importance of designing, building, and sustaining healthy, equitable communities. As a result of the Challenge, communities throughout the country will develop practical, evidence-based strategies that will improve measurable health outcomes and promote health and wellness, physical activity and social interaction. The Challenge will spark the best city and county health and wellness ideas, accelerate collaboration and community-wide involvement, and achieve measurable impact that can be scaled nationally.

6.Who is eligible to participate?

Cities, counties and tribal nations within specific population parameters are eligible to participate. Two tiers of participants are defined based on population size:

Tier 1 – cities, counties and tribal nations with populations between 65,000 and 250,000.
Tier 2 – cities, counties and tribal nations with populations between 250,001 and 600,000.

If your city, county or tribal nation is smaller than 65,000 or larger than 600,000 you may still be eligible. Please see answers to questions 8-10 below.

7. Are tribal nations eligible and is there a tribal population size minimum and/or maximum?

Yes, federally recognized tribal nations are eligible as long as they meet one of the tier population ranges. Federally recognized tribal nations are defined as: "A federally recognized tribe is an American Indian or Alaska Native tribal entity that is recognized as having a government-to-government relationship with the United States, with the responsibilities, powers, limitations, and obligations attached to that designation, and is eligible for funding and services from the Bureau of Indian Affairs". [Source: U.S. Department of the Interior - Indian Affairs: http://www.bia.gov/FAQs/]. The population of the tribal nation must fall within the two eligibility tiers.

8. Our city (or county) is under 65,000 in population. Can we join with another city (or county) to meet the minimum population range for Tier 1?

Yes, as long as you can confirm the population of the combined communities to be within the eligible range and meet all other RFP requirements (selection of domain(s) and metric(s), collection of letters of commitment, ability to collect data from both communities, etc.).

9. Our city (or county) already collaborates with another city (or county) on some health-related issues. Can we apply as one entity?

Yes, as long as the combined population is within the eligible range and all other requirements and expectations are met.

10. Our city is larger than 600,000 in population. Can we apply with a focus on one community within our city?

Yes, as long as you can confirm that the community has at least 65,000 residents (the minimum of population range) and that all other requirements and expectations can be met.
Your proposal, however, will still be classified as Tier 2, since your city is large.

11. What is meant by a "community within a city"?

A "community within a city" is meant to be a specific geographic region within the city. It could be defined by zip codes or small metropolis status, such as a village within a city. For a county application, a city within a county may be selected. We refer to these as "segments" of the city/county in other questions. A segment cannot be defined by any sociodemographic characteristic, such as gender, age, race/ethnicity etc.

12. Our city/county population is between 250,000 and 600,000 (Tier 2 range), but we plan to focus our project on a specific geographic segment that has a population between 65,000 and 250,000. Will our proposal be classified as Tier 1?

No. Your proposal will still be classified at Tier 2 since your city is a medium-sized city by population.

13. What if a community is approximately 55,000, but is a large university town? Can a portion of the student body that is often missed in the census count towards the total population to bring the town over the 65,000 count?

Only permanent residents should be included in the count.

14. **Why would a city or county want to participate in the Challenge – what are the benefits?**
For cities and counties intent on improving the health of their communities, the Challenge offers several benefits:
- Participation in an ongoing national learning network to collaborate and learn from other participating cities and counties
- Access to the Challenge's website where relevant information and resources are available
- Opportunity to share stories about your unique project on your own city/county's page on the Challenge's website
- Receipt of a community engagement planning grant to assist with project implementation
- Potential to receive a financial prize in recognition of significant improvement as a result of the project.

15. **Have you defined how many communities will be selected to move to Phase II, or will it depend on the number of qualifying applications? How many in each tier?** *This was the most asked question.*

 As of yet, there is no established number of applications that will advance to Phase II.

16. **My organization recently applied to Aetna's Healthy Communities grant opportunity. Are we eligible to serve as a lead organization on this opportunity?**
 Yes, an organization can apply to both the Cultivating Healthy Community's grant program and to the Healthiest Cities & Counties Challenge.

17. **In what ways, if at all, is this initiative connected to any other efforts from other funders or funding initiatives?**
 This is an independent initiative and is not connected to other funders or funding initiatives.

<u>The Request for Proposal (RFP)</u>

1. **How can the RFP be accessed?**
 A hard copy of the RFP can be accessed on the Healthiest Cities & Counties Challenge website. The website address is www.healthiestcities.org.

2. **How do we actually submit our proposal and application to the Challenge?**
 Your proposal and application to the Challenge is completed online. The submission link is available on the home page of the Challenge's website (www.healthiestcities.org).

3. **How will the online proposal submission process work?**
 Once you access the portal from the link provided on the Challenge's website, you will see several tabs across the top of the landing page. Each tab includes application requirements, including several questions you must answer online. You will be able to upload many of the required documents.

4. **One of the documents on the application portal that is available for our use is a table for describing details about our selected measures and data collection/analysis plans. Are we required to complete and submit this table?**
 No. You are not required to complete and submit this table. However, we encourage you to complete it for your project in an effort to develop a credible measurement plan to which all

cross-sector team members agree and understand. If you decide to submit this table, it will not count as part of the 7-page limit. Submitting a completed table would also assist with scoring RFP questions that focus on measurement.

5. **When are responses to the RFP due?**
   Responses to the RFP are due May 31, by 5 p.m. EDT and must be submitted through the online application portal. There is a 7-page limit for the proposal itself. Submission of additional documents is also required. Be certain to read through the RFP carefully to address all requirements.

6. **Is there an application fee or any other fee to participate?**
   There is neither an application fee nor a participation fee.

7. **The RFP indicates that a cross-sector team should be formed to design and manage the project. Who should be on this team?**
   The cross-sector team should include individuals from various stakeholder groups (e.g., government, non-profit organizations, local, state and county public health departments, health care organization systems, educational institutions, etc.). Additional team members may be individuals with unique expertise in the domain area targeted by the applicant (e.g., transportation, agriculture, city/county engineering). The cross-sector team may also include "new and unique players" that are not members of the "traditional team" For example, high school students learning about urban farming and teaching relevant measured community groups (disenfranchised youth groups) how to do this (teenagers teaching teenagers how to change their environment). The cross-sector team should also reflect the diversity of the community.

8. **The RFP states that "cities must also address issues of health equity and the social determinants of health". Please elaborate on this requirement.**
   According to the American Public Health Association health equity means everyone has the opportunity to attain their highest level of health.

   How do we achieve health equity? We address the conditions in which people are born, grow, live, work, learn, play and age. These s*ocial determinants of health* are shaped by the distribution of money and resources that include employment, housing, education, health care, public safety and food access.

   Health equity focuses on the absence of disparities in health and well-being and implies achieving social justice. Disparities in the quality of health across populations are well-documented globally in both developed and developing nations.

   According to the World Health Organization, "the social determinants of health (SDOH) are the economic and social conditions – and their distribution among the population – that influence individual and group differences in health status. They are health promoting factors found in one's living and working conditions (such as the distribution of income, wealth, influence and power), rather than individual risk factors (such as behavioral risk factor or genetics) that influence the risk for a disease, or vulnerability to disease or injury" (http://www.who.int/hia/evidence/doh/en/#). Commonly accepted SDOH include income, education, job security, working conditions, early childhood development, food insecurity, housing, social exclusion, social safety network, health services, gender, race and disability. Public policy can influence the status and effect of these factors.

Submitted proposals should address the community's plans to address the SDOH that may be contributing adversely to the health of its community members.

9. **Does the city or county government leader need to be the lead entity on the project? Or be involved at all?**
   As described above, we expect that applicants will form a cross-sector team to design and manage the project. One of the organizations represented on the team must be designated as the lead entity, as determined by the applicant. The city or county government is not required to participate, however we strongly encourage their support and involvement, including a letter of support with the application.

10. **Does the proposed project have to be a brand new project for the city or county?**
    All communities interested in participating should look to develop ***new*** projects although it can build on existing activities and goals for the community. This should be interpreted to mean that you may expand upon an existing project by addressing an existing community concern in a new way or tackling a new issue. Simply implementing the same project in another community is not considered an acceptable approach and will result in a lower score. The basic components and metrics used for evaluation must be based on actions that are new and specifically in response to this RFP.

11. **The RFP lists 5 domains of health that will be measured. Does our project have to address all 5 domains?**
    The RFP states that applicants must identify at least one domain that its' project will focus on; certainly identifying more than one domain is acceptable. There are several metrics listed within each domain; participants are expected to choose at least one of the suggested metrics within the domain; certainly more than one metric is acceptable.

12. **How will proposals be reviewed and evaluated?**
    Each submitted proposal will first be checked for completeness of all requested documents. Each complete proposal will be reviewed and scored by two members of the Challenge's Advisory Council of external experts. Responses to each proposal question will be scored. Overall, scoring will address completeness, innovativeness of the project, replicability and sustainability of the project beyond the Challenge period.

13. **Are the scoring guidelines available to applicants in advance of the proposal due date?**
    No. Selection criteria are included in the RFP.

14. **When will applicants know if they have been selected to proceed into the Challenge?**
    Applicants will be notified of their status approximately 8 weeks after the proposal due date. We expect to announce the finalists on August 1, 2016.

15. **Will any assistance be available to would-be applicants during the proposal-writing period (between the launch and due date)?**

A webinar regarding the RFP will be offered after the launch of the Challenge. It will be held at three different times/dates to accommodate schedules of interested persons. The dates and times are as follows:

- Monday, April 11 – 1 p.m. EDT
- Thursday, April 14 – 4 p.m. EDT
- Tuesday, April 19 – 6 p.m. EDT

The connection information will be posted on the Healthiest Cities & Counties Challenge website A recording of one of the webinars will also be posted on the Challenge website for ongoing access. In addition, individuals can request assistance via email (hccc@ceosforcities.org) or phone (216-523-7348).

16. **Will any other webinars be held during the application period (between April 4 and May 31)?**
    A webinar about measurement and data collection/submission may be held in April as well. Please check the Challenge's website to stay current on this topic.

17. **When you say "References", does that mean literature that helps to explain the need for the project, or does that mean references for the collaborative that explain why this group of organizations is positioned to be successful with the project?**

    References should include those that support the importance of the project, the chosen intervention (evidence-based or innovative), unique metrics, and any others that provide support to the applicant's proposal and responses.

18. **You mentioned academic institutions may be lead agency. Does this include public universities?**

    Absolutely!

19. **What is the minimum number of cross sector partners that will be considered?**

    It is not so much the number of cross sector partners that are involved, as the necessary perspectives. It is recommended that at least one representative from public, private, non-profit, the community and philanthropic sectors be included. In addition, you will want to be certain that the team includes stakeholders with particular interest and expertise in the project's topic.

20. **Is there a specific scoring criteria for the proposals? So for instance "25% for cross-sectional collaboration, 15% for innovation, 20% for project sustainability" etc.?**

    Yes, there are specific scoring criteria and weights for each of the 7 proposal questions/answers.

21. **Can you engage a region of a county in a strategic planning process that has never been done collaboratively?**

A strategic planning project cannot be submitted as the proposed project. It is more likely that a focused project may be the result of discussion and decisions made at a strategic planning activity.

22. If you become a finalist and are awarded a seed grant of $10,000 (date?), is it correct that your organization won't know until your project is done if you will be a final winner in August 2018 (full winner or one of 4 runner ups)? And if so, would you recommend seeking other funding to pay for the project in case your project does not become a finalist? I'm nervous about smaller organizations having to commit 2 years of work without guaranteed funding support.

To be clear, The Challenge is not a grant program. It is designed to foster innovation and cross-sector collaboration on pressing issues facing communities today. Phase 2 finalists will receive a $10,000 seed grant soon after being accepted into The Challenge (August 2016) and this can be used to support your cross-sector team, data collection or other components as you decide. Interim progress awards will be made in August 2017 and final prize winners and runners up will be announced in August 2018. We suggest that you leverage businesses in your own community to also provide financial support to your project, perhaps suggesting that if accepted into Phase 2, they match the seed grant. We encourage you to have these conversations in advance of submitting your proposal so you can add any tentative funding to your proposal response as well (question 2 related to cross-sector collaborations).

23. I know a couple of people on the advisory council. Do we need to acknowledge this information in our proposal?

You are not required to report these relationships. Reviewers will be asked to recuse themselves from reviewing proposals when indicated.

24. Is this one time call or are you planning to have this call annually or biannually?

This is the first time The Challenge has been launched. There may be continuing learning network events. Discussion is still occurring around whether another call for proposals will occur.

25. Are you allowed to submit more than one application?
No. If you have more than one project you want to implement, consider how it can be accomplished by selecting more than one domain, and writing it into your proposal.

26. What's the format requirements of the 7 pages? (e.g. double or single spaced, margins, font, etc.)

There are no formatting requirements for the 7-page response. However, please consider using at least a 10-point font, and not using bullet points (as noted on the application portal site).

27. **Can a project be based upon a school district boundary, provided it meets the population thresholds?**

    No. The intent of the project is to focus on the community as a whole. If the school district is large enough to meet minimum population requirements (65,000), please work with the community. Your project may focus on children, but keep in mind that you still must select at least one domain and at least one metric from the selected domain. You may use additional metrics to target the project addressing children.

28. **I understand the process and the application but am quite curious if there any relationship to the metrics and costs, as there is no budget that I have seen as yet included to project for the award.**

    There is no requirement to submit a budget.

29. **What happens after The Challenge ends? The winner receives the prize money and then are they evaluated post- 2018?**
    One of the issues important for receiving the grand prize will relate to how sustainable it will be after The Challenge. A key factor in the review of proposals will be the attention given to sustaining results. It is expected that the best projects will result in sustained change, continuing after The Challenge concludes.

30. **Would a cross sector collaborative that has been in operation for ~1 year qualify as a 'new' project?**

    An established cross sector team is fine. It is the project that needs to be new. Consider that depending on the project, it may be necessary to invite additional organizations to join the team in an effort to have all necessary perspectives at the table.

31. **Can a professor in a university apply via his institution?**
    It is the institution would be the lead entity, not the individual. But the focus of the project must be community-based, with a cross sector team. The team should not be comprised only of individuals from the academic institution.

32. **We work in an unincorporated area of our county, covering nearly 400,000 residents under the jurisdiction of our county commission. Just want to confirm that we are eligible to apply even though there is no specific municipality (city) that we are serving.**
    Yes, you are eligible to apply for Tier 2.

33. **As a non-profit interested in the challenge, do we have to apply with our city?**
    A non-profit may serve as the lead entity for an application. Since the project will focus on the community, it is well-advised that you should work with your city (or county) since their involvement and support will likely be very important to success.

34. **Will the number and/or diversity of partners be part of the grading process? If so, how?**
    The composition of your cross-sector team will be scored. Be sure to include all stakeholder organizations that have interest, expertise and a roll to play in making your project successful. And yes, the composition of the team should also reflect the diversity of your community.

35. **Please provide examples of "interventions" that would be positively evaluated -how specific and "bold" do these need to be?**
    Applicants can and should determine innovative, bold interventions that relate to their community, the project and goals. Several references can be found about evidence-based interventions that may relate to your specific project. There are resources, with references, also on The Challenge's website at www.healthiestcities.org.

36. **When discussing funding commitments in the proposal, are you looking for outside funding (e.g., grants) or funding committed by the partners?**
    There is no requirement to match the community seed grant, or to provide evidence of additional funding. Although a budget is not required, your team may find it useful to develop one and then seek additional funding from local businesses and foundations. You might also leverage the community seed grant by asking local organizations if they will match it should your proposal be accepted into Phase 2. If you do secure tentative additional funding in advance of submitting your proposal, please indicate that in your response to RFP question 5 (related to replicability and sustainability).

Metrics and Measurement Plans

1. **What measures will be used to evaluate participants' progress?**
   Several quantitative metrics currently in use in the public health field will be used to assess baseline, interim, and final rates. In addition, several qualitative metrics will be used to evaluate the project (see Appendices 1 and 2 of the RFP for more details).

2. **How will data be collected for the quantitative metrics?**
   The quantitative metrics are all measures known in the public health field. Appendix 1 of the RFP describes and lists data sources for each quantitative measure. Participants will need to collect data for the metrics they select since most of the data sources only report annual rates and often only at the county level (not city). We will provide more guidance about data collection, both method and frequency, once the project begins. In addition, we strongly encourage all applicants to include data collection expertise as part of their cross-sector team. Representatives from local health departments or academic institutions are likely to be familiar with these quantitative metrics.

3. **The proposal also lists qualitative measures that will be used to evaluate the project. How will these data be collected?**
   The essence of some of the qualitative areas will be considered in the proposal (e.g., extent to which a cross-sector team will be established). Interviews and surveys will be conducted to assess the qualitative metrics during the project and at the end of the Challenge competition. The qualitative metrics are listed and described in Appendix 2 on the online application portal.

4. **What if none of the quantitative metrics adequately measure the impact of our project? Can we use additional, unique metrics?**
   Yes. Please include a description of the additional measure(s) you plan to use in your proposal, including any background information about the measure(s) and how you expect to collect and analyze the reliability and validity of the data necessary to calculate the measure(s). Please note however, that you still must also select at least one measure associated with your selected domain.

5. **What if our project focuses on something different than areas represented by the measures listed in Appendix 1 for the selected domain, such as reducing childhood obesity? Is it okay to ONLY collect and submit data for the unique measure or do we also have to collect data for the other measures in that domain?**
   You must select at least one measure from the domain you've selected to focus on. You may add other measures that are unique and more specific to your project.

6. **Why do we have to also collect data for a metric for our selected domain if it has nothing to do with our project?**
   Although the metric may not be related to your particular project, this requirement is in place to assist us with overall evaluation of the Challenge activities related to all domains and all metrics.

7. **How will participants' performance be compared to each other?**
   A participant's performance will be compared to its own baseline rates for the targeted metrics. The percent change (improvement) will be of primary focus when evaluating participants' interim and final performance.

8. **Can an applicant's project address fewer people than the population as a whole? Can it focus on selected neighborhoods of a city?**

   You may focus your project on a segment of the city, however you will be placed in the tier of that relates to the population size of the entire city. In addition, your measurement activities need only focus on the segmented area (focus of project.)

9. **Appendix 1 lists metrics with data sources. Are these required as the only data sources we can use?**

   No, these are not required as the only data sources you can use. In your proposal you should explain what other data sources will be used and whether unique measures have been identified or defined for your particular project. Appendix 3 of the RFP includes an optional table you can complete and submit to help explain your measures and approach to data collection and analysis.

10. **How can a youth-centered program fit within the metric?**
    You may target a project on youth, but you must still select one of the listed metrics for your selected domain. For example, if you target smoking prevention or cessation with youth, you must still also measure the smoking rate amongst adults. If your project is focused on something that the listed metrics does not address at all, you will likely use a unique metric, but again, you must also submit data for at least one of the listed measures even though it may have nothing to do with your specific project. This requirement is in place to assist with overall evaluation of The Challenge in 2018.

11. **Under Educational Attainment, can this include lifelong learners or non-degree programs, such a s community-based training in resilience, ecoliteracy, naturalists, etc?**
    No. This measure is specific to completion of high school in 4 years.

12. **Metrics we use in our community are often not "real time" (i.e. BRSS data on tobacco use in the county). Do communities need to have real time data in order to participate in the Challenge.**
    Yes. Unfortunately, the lag in available data would delay evaluation of the project. Applicants will need to determine and describe in their proposals strategies for collecting data for the selected metrics in real time. Consider using similar methods that have been routinely used in the community.

<u>Expectations of Participating Cities and Counties</u>

1. **What are the data collection and submission expectations for participating communities?**
   Participating communities will be expected to collect and submit data only for their selected metrics three times during the Challenge: at baseline (after being notified of acceptance into Challenge), midterm (July 2017) and at the end of year 2 (July 2018).

2. **Will narrative progress reports be required at various times during the Challenge?**
   There will be some narrative reporting expected at the same three times data are submitted (baseline, midterm and final). A template with specific questions will be provided.

3. **Are participants expected to collect the data in a standardized fashion – the same way other participants are collecting data for the same measure?**
   A template for collecting the data for the quantitative measures is provided for participants' considered use. Since a participant's final measure rate(s) will be compared only to its own baseline measure rate(s), the participant may continue to collect data the way it may already be doing, as long as it is collected the same way for all three reporting periods (baseline, midterm and final).

4. **The RFP states that participants will be expected to participate in the Challenge's Learning Network. What is that?**
   A key premise of the Challenge is the promotion of collaboration and learning across participating communities. In addition to a dedicated website, webinars will be held throughout the duration of the Challenge to encourage sharing of strategies and challenges, as well as to engage external experts in topic-specific discussions.

<u>**Assistance During the Challenge**</u>

1. **Will selected cities and counties receive financial assistance for participating in the Challenge?**
   Soon after the finalists are notified (August 1, 2016), each selected city and county will receive a $10,000 community seed grant to assist with project implementation.

2. **Do we have to use the $10,000 for a specific aspect of the project?**
   You may use the grant dollars for any part of your project activities, such as data collection, meeting support, implementation of intervention, etc.

3. **Will any additional funding be provided to all participants during the project?**
   No, there will be no additional funding provided to all participants beyond the initial $10,000 community seed grant. Some participants may receive midterm progress awards based on their progress during the first year.

4. **Once the Challenge begins, how can I get assistance with various project concerns?**
   Please email your questions and concerns to hccc@ceosforcities.org or call Debbie Nadzam, Healthiest Cities & Counties Challenge director, at 216-523-7348.

5. **What type of technical assistance is available and who will provide it**?
   Two main types of technical assistance are available:
   - Assistance with public health matters, including quantitative measurement, available resources associated with public health issues, and best practices that help to drive positive changes in your city. Staff will follow up with you when you submit a request for assistance with these types of issues.
   - Assistance with project participation, including qualitative measurement, project management, facilitating team meetings and planning sessions, participation in the shared learning network and webinars, and submission of data. Staff will follow up with you when you submit a request for assistance with these types of issues.

<u>**Selection of Winners**</u>

1. **Will one participant be awarded the entire $1.5 million prize?**
   No. There will be a winner and 4 runners-up in each of the two tiers. In addition, some of the prize money will be used to make interim awards midway through the Challenge. The prize structure is described below:
   - Tier 1 (65,000 – 250,000 population)
     - Grand Prize - $250,000 (1 prize will be awarded)
     - Runner up - $25,000 (4 prizes will be awarded)
   - Tier 2 (population of 250,001-600,000 population)

- Grand Prize - $500,000 (1 prize will be awarded)
- Runner up - $50,000 (4 prizes will be awarded)

2. **How will winners be selected and who will serve as final judges for selecting the winners?**
   Final winners will be selected through a review of quantitative and qualitative performance, and via interviews conducted during an onsite visit near the end of the second year of the Challenge. In addition to APHA, NACo, and CEOs for Cities, members of the Challenge's expert Advisory Council will also participate in the review of participants' performance and onsite visits to recommend winners.

3. **How much do you anticipate the mid-term progress award to be?**
   There will more information about midterm progress awards once Phase 2 begins.

4. **Who gets the award money? Is it only the lead collaborator? or are all collaborators equally compensated?**
   The dollars for all awards will be dispersed to the lead entity. It will be the cross-sector team's decision about how the monies are distributed across team member organizations.

5. **When will the grand prize funds be provided to the winner.**
   Winners will be announced in August 2018; prize funds will likely be dispersed soon thereafter.